

057 - PROBATION

Operational Summary

Mission:

To protect the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Strategic Goals:

- Meet the needs of the juvenile and criminal courts by preparing thorough and timely investigative reports on criminal offenders and other documents that aid judges in issuing court orders.
- Ensure that adult and juvenile offenders comply with court orders by supervising their activities while on probation, notifying the court of probation violations and making appropriate recommendations.
- Ensure that juvenile offenders are safely detained pending court hearings, serve court-ordered commitments for their crimes, and receive needed care and treatment by operating Orange County's juvenile correctional institutions effectively, efficiently and with compassion.
- Support crime victims by presenting their needs and interests to the court, arranging for support services, and collecting restitution from offenders, as appropriate.
- Aid in the rehabilitation of offenders by helping them to develop skills, knowledge and attitudes that will assist them in living crime-free.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PERCENT OF PROBATIONERS WHO COMMIT A NEW VIOLENT CRIME WHILE ON PROBATION. What: Percent of probationers who commit a new violent crime during their supervision period. Why: Measures level of community safety by identifying probationers arrested for new violent offense.	2.1% of 3,892 adults and 5.7% of 2,185 juveniles terminated from probation in 2000 committed a new violent crime while under probation supervision.	Maintain a rate of 5% or less of adults and 10% or less of juveniles who commit a new violent crime while under probation supervision.	The results support the success of the department's efforts in protecting the community from the most violent of criminal acts.
PERCENT OF PROBATIONERS WHO DO NOT COMMIT A NEW CRIME OR LAW VIOLATION WHILE ON PROBATION. What: Percent of probationers who do not commit a new crime or law violation while on probation. Why: Measures level of community safety by identifying probationers who do not commit a new offense.	69% of 3,892 adults and 64% of 2,185 juveniles terminated formal probation, and 91% of 825 juveniles terminated informal probation without a new law violation in 2000.	Maintain a rate of 60% or better of adults and juveniles terminating formal probation, and 90% or better of juveniles terminating informal probation without committing a new crime or law violation	These baseline results point to the department's success in protecting the community from further criminal activity among adult and juvenile offenders during their probation supervision period.

Key Outcome Measures: (Continued)

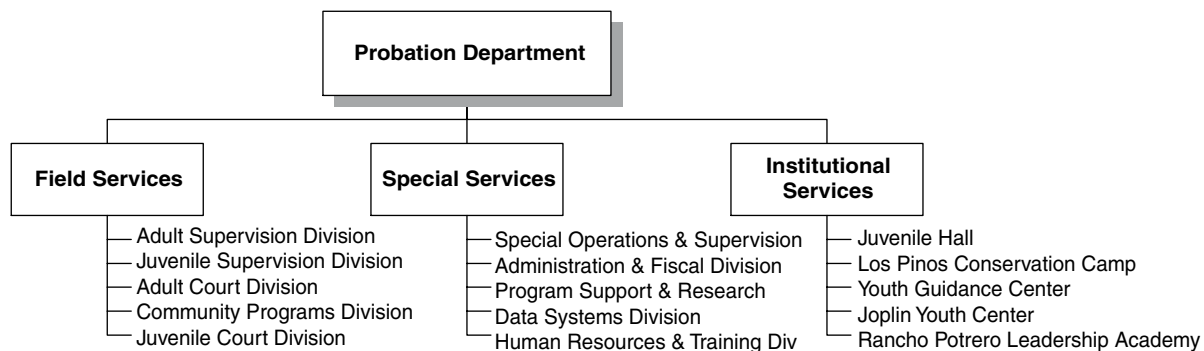
Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
RATING VICTIM SATISFACTION RELATIVE TO THE QUALITY AND MANNER OF PROBATION SERVICES PROVIDED THEM. What: Survey of assistance provided to victims by Probation, and the manner and method of delivery. Why: Measures victim satisfaction to services provided by Probation.	Surveys were mailed to 3,800 victims. Of the 501 responses received, 52% were satisfied with the services received, 30% were dissatisfied, and 45% requested further information about their case.	Establish appropriate target goals for 2002, based on a second year's comparative data, and develop three new strategies to address the major concerns of victims.	The 13% response rate of this first survey is similar to results of like State and nation-wide surveys. Half the responses expressing satisfaction is a positive finding. Probation is following up with more than 250 less-than-satisfied victims to assess where services may be improved.
PERCENT OF COURT-ORDERED RESTITUTION PAID BY PROBATIONERS TO CRIME VICTIMS. What: Measures the percent of victims paid in full in closed restitution cases. Why: Measures the success of the Probation Department in collecting restitution for crime victims.	58% of the victims in adult restitution cases that were closed in 2000 and 83% of the victims in juvenile closed restitution cases were paid in full. Adult offenders paid restitution totaling \$1,477,466 and juvenile offenders paid \$252,383.	Establish appropriate target goals for 2002, based on a second year's comparative data.	The baseline results support Probation's success in victim restitution recovery, as well as the ongoing need to improve efforts toward assisting victims obtain financial remuneration for crimes committed against them.
SURVEY OF PROBATION DEPARTMENT EMPLOYEES. What: A survey of employee satisfaction with the quality of the work environment. Why: Measures employee satisfaction of morale, management, communications and customer services.	764 of 1,500 surveyed employees responded with 73% expressing satisfaction with the department as their employer, 79% enjoying their current job and 83% stating the department's mission and goals were clearly communicated.	Maintain or exceed employee satisfaction. Develop two strategies to address two major concerns (limited opportunities to contribute to departmental planning, and negative perceptions of departmental career and promotional opportunities).	The results of this survey were encouraging, indicating a general employee satisfaction with the department and their jobs. Although there were no areas expressed of significant dissatisfaction, efforts are being made to address the more prominent concerns.
PERCENT OF COURT INVESTIGATIONS SUBMITTED WITHIN FILING REQUIREMENTS. What: Percent of investigative and progress court reports that are completed and filed timely. Why: Measures the success of the Probation Department at meeting court deadlines.	100% of 1,526 adult investigation reports and 97.3% Of 6,589 juvenile investigation reports were submitted to the Courts within filing deadlines.	Maintain on-time completion rates of 95% or better for submitting adult and juvenile investigation reports.	These baseline results provide striking evidence of the department's success in meeting filing deadlines of the Courts.
PERCENT OF PROBATIONERS EMPLOYED OR IN SCHOOL. What: Percent of probationers employed or in school consistently for at least 5 months in Year 2000. Why: Measures Probation's success in assisting probationers to gain employment or go to school.	66% of 8,432 adult probationers and 55% of 4,750 juvenile probationers in 2000 were either employed or in school for a significant period while under probation supervision.	Meet or exceed a 60% rate of adult probationers and 50% rate of juvenile probationers who are employed or in school consistently and for a prolonged period.	The baseline finding for two-thirds of adult probationers who were employed or in school is positive. While more than half the juvenile probationers being in school is encouraging, the baseline results show a need for continued focus in this area.
IMPROVEMENT IN INTERPERSONAL FUNCTIONING AND LIFE-SKILLS ABILITIES AMONG PROBATIONERS. What: Differences in results of probation assessments given at intake and one year later. Why: Measures effectiveness of initial probation assessment of probationer needs.	Improvement rates among juvenile and adult probationers with interpersonal and life-skill problem indicators after one year ranged from about 33-60%. Two exceptions were on the juvenile indicators of gang association and positive leisure activities where improvement rates were less than 20%.	Maintain or exceed improvement rates similar to 2000 baseline rates.	The baseline results revealed a substantial proportion of offenders showing improvement after a year under probation supervision. The results also point to two areas where juveniles may need more external help from this department to change their behavior.

Fiscal Year 2000-01 Key Project Accomplishments:

- The Probation Department was the first in the State to have its Comprehensive Multi-agency Juvenile Justice Plan approved by the State for AB 1913 funds. Almost \$10 million has been allocated to Orange County for use in proven juvenile justice programs through June 30, 2002.
- All Probation fees were updated and two new fees were adopted by the Board of Supervisors.
- A 16-hour new employee orientation training program was developed and put in place. Additionally, 83 extra help positions were converted to regular, full-time in order to avoid the prolonged retention of staff in extra help status.
- Job-specific training for all staff is being provided within 90 days of hire.

- A cadre of 500 Volunteers in Probation and Volunteer Probation Officers, including 20-30 new college interns, has been maintained.
- The department expanded County Island collaborative efforts, adding services to the unincorporated communities of Colonia Independencia (near Anaheim) and Midway City (near Westminster).
- The department expanded the range of activities provided for participating youth and families at Youth and Family Resource Centers through partnerships with the Social Services Agency, Families and Communities Together, Project Connections (through the Orangewood Children's Foundation) and the Orange County Children and Families Commission (Proposition 10).
- The State Board of Corrections has made \$4.872 million available to the Probation Department for the construction of a new 60-bed living unit and support facilities, per the grant application approved by the Board of Supervisors in March 1999.
- The department has worked with CSP, Inc., to provide gang prevention and other youth development programs for four County unincorporated "islands", i.e., El Modena, La Colonia Independencia, Midway City and pockets within southwest Anaheim.
- The department began specialized domestic violence caseloads and is now evaluating the need for additional supportive services for batterers and their victims.
- The department hired a recognized expert in the field of victim services as a consultant to assist in identifying means to improve services to victims. As an outgrowth, a Victim Services Strategic Planning Group was formed to develop action plans for service improvements and an existing position was deployed to serve as a Victim Services Coordinator.
- The Probation Department contracted with a private public relations and marketing specialist to assist the agency in evaluating its internal and external marketing needs and prepare a marketing plan for 2001.
- A number of technological advancements were made to help the Probation Department improve the way it conducts its business. Among the more significant accomplishments were the development and implementation of the Institutional Management System for the custody population; operationalization of the 800 Megahertz radio system; replacement of an internal e-mail system with Internet-based Microsoft Outlook e-mail; moving forward with the document imaging of Human Resources documents; enhancement of statistical data reporting required by the State Department of Justice; continuing implementation of digital voice dictation technology to assist in producing court reports; the phased implementation of an on-line timekeeping system for payroll reporting purposes; and beginning a department Intra-net web page as a department wide communication platform.

Organizational Summary



FIELD SERVICES - Provides intake screening services for all juveniles referred by law enforcement agencies for alleged violation of the law and provides preliminary investigation to determine if further referral to the District Attorney and Court is necessary. When applicable, refers minors to community-based juvenile resources for services. Provides the Court and Department with information to assist in the sentencing and supervision of offenders.

Provides all supervision of adult and juvenile offenders in the community on formal probation, County parole, or private foster or group home placement. Provides community services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Intervention Program) and transitional aftercare services for juveniles released from Probation Department institutions.

Enforces court orders and assists in the resocialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those individuals under supervision.

SPECIAL SERVICES - Provides data system and research support, human resource services, training, administrative and fiscal services, and collections enforcement for all functions of the Probation Department. Provides long-range planning support, outside funding pursuit, legislative analysis, contract administration, and operates the volunteer program. Provides specialized gang, narcotic and sex offender supervision, employee internal affairs/background investigations, and processes intercounty/interstate adult case transfers. Oversees the County's adult supervised electronic confinement and work furlough programs, community resource monitoring, and specialized service provider monitoring such as in cases of domestic violence offenders.

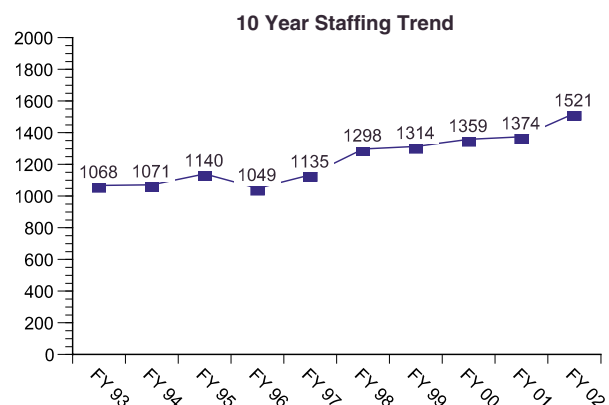
INSTITUTIONAL SVCS - Provides pre-court detention services for arrested minors referred in custody and secure confinement and treatment for committed wards at Juvenile Hall and the Juvenile Hall Annex. Using AB 1913 funding, 64 beds in the Theo Lacy Jail will become operational in May 2001, to serve 18-year old juvenile wards. These wards will be supervised by Probation Department staff.

Provides treatment and confinement programs for wards not requiring secure custody at the Los Pinos Conservation Camp, Youth Guidance Center and Joplin Youth Center.

Provides alternatives to County institutionalization through 1) programs of home restriction for select pre- and post-court cases; 2) the Juvenile Court Work Program; and 3) day-treatment commitment programs.

CHIEF PROBATION OFFICER - Oversees a department that provides investigative services to the Superior Court in Justice Centers located throughout Orange County to assist in the sentencing of offenders; supervises those placed on probation or diverted from formal court processes; provides investigative and supervision services for the County parole operation; and operates the County's juvenile correctional facilities.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Probation Department staff expanded from FY 97 to FY 01 primarily as a result of the following:
- Opening of new 60-bed unit at Juvenile hall.
- Opening of the Juvenile Hall Annex.
- New or expanded programs arising from the availability of new, non- General Fund sources.
- Assumption of decentralized County services.
- Conversion of extra help positions to regular, full-time in order to avoid a prolonged retention of staff in extra help status.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Probation Department will be actively engaged in the expansion of the Los Pinos Conservation Camp and addition of the Rancho Potrero Leadership Academy which were adopted by the Board of Supervisors as Strategic Priorities in 1998 and will continue to aggressively pursue revenue offsets for these projects where available.

Other approved strategic priorities which the Probation Department will address in the coming year include the opening of a Youth and Family Employment Resource Center at MCAS-Tustin, adding of detention beds for older youths, and the expansion of Youth and Family Resource Center sites, as well as the County Islands/Gang Prevention projects.

The Probation Department will continue to aggressively pursue new funding sources to support probation services. Related thereto, all Probation Department fees were updated and presented to the Board of Supervisors for adoption. The 2001-02 base budget includes an additional \$430,000 in revenue over 2000-01 levels related to Probation's continuing goal of improving the collection of fees and fines from probationers or other responsible parties. A collections module will be added to the accounts receivable system which we anticipate will facilitate the billing and collection of receivables and, hopefully, generate increased revenue for the County.

Additionally, the Probation Department is participating in a revenue maximization work plan, pursuant to a State Master Services Agreement that was approved by the Board of Supervisors for Federal revenue recovery services.

The Probation Department continues to accept leadership roles on a Statewide basis to help facilitate County goals. The Chief Probation Officer will also continue to take an active role in supporting the Chief Probation Officers of California in the related pursuit of new revenue and the protection of existing revenue resources.

The Probation Department will convene all managers to begin planning for the FY 2002-03 budget cycle. A review of all existing programs will be initiated to determine if there are any that are no longer effective and should be curtailed or eliminated.

Changes Included in the Base Budget:

The Probation Department FY 2001-02 base budget is submitted within the Net County Cost target established by the CEO and includes the following changes.

\$7.1 million to continue eight of the eleven AB 1913 programs approved by the Board on December 19, 2000. \$2 million in funding and 17 new positions for the remaining three programs are being requested as Budget Augmentations for implementation in FY 2001-02.

\$3.3 million for cost of living adjustments and additional workers' compensation and property/liability insurance costs.

\$218,000 for the opening of the Tustin Youth and Family Employment Resource Center in the Spring of 2002.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Institutional Services Amount: \$ 395,234	Continuation of the Residential Substance Abuse Treatment program at Youth Guidance Center.	Serve 67 in-custody youth daily, maintain an intensive after-care caseload of 15 - 20 minors.	057-002
Field Services Amount: \$ 468,503	Implement Decentralized Intake/Sheriff's Prevention Program under the Crime Prevention Act of 2000.	Average 150 referrals to diversion programs and assess 20 minors monthly.	057-003
Institutional Services Amount: \$ 516,866	Convert 83 existing extra help positions to regular, full-time status.	Ensure extra help incumbents transition to regular, full-time status within one year of hire.	057-015

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	1,374	N/A	1,521	1,521	0
Total Revenues	34,632,689	35,828,722	35,922,843	42,544,386	6,621,543	18
Total Requirements	88,642,261	101,137,642	98,627,816	113,086,330	14,458,514	15
Net County Cost	54,009,572	65,308,920	62,704,973	70,541,944	7,836,971	12

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: PROBATION in the Appendix on page 399.

Highlights of Key Trends:

- The potential for a major expansion of the department's workload from the enactment of Proposition 36, which could result in several thousand new formal probation cases involving drug offenders.
- Shifts in crime trends and demographics may influence the demand for probation services.
- The need to mitigate institutional overcrowding and juvenile population management, maintain facilities and equipment and work to meet future bed demand needs via facility siting and construction efforts.
- Identifying funding and viable strategies for bringing the juvenile institutions into compliance with the Americans Disability Act.
- The need to sustain, enhance and expand collaborative efforts that improve and strengthen the continuum of graduated sanctions and intervention services for adult and juvenile probationers and their families.
- The need to recruit, hire and train qualified sworn and professional personnel, volunteers, mentors and interns, and to develop, motivate and appropriately compensate all employees as they strive for excellence in their work products.
- Staying abreast of advances in automation and other technology to improve staff efficiency and effectiveness.
- The need to market Probation Department activities both to our clientele and to our employees, to gain broader support for our mission and services within and outside the department.
- Working with the U.S. Forest Service and Department of Agriculture to renew the special use permit for the Los Pinos Conservation Camp.

Budget Units Under Agency Control

No.	Agency Name	FIELD SERVICES	SPECIAL SERVICES	INSTITUTIONAL SVCS	CHIEF PROBATION OFFICER	TOTAL
057	PROBATION	39,073,060	29,758,962	42,587,979	285,726	111,705,727
14R	WARD WELFARE	0	0	500,000	0	500,000
Total		39,073,060	29,758,962	43,087,979	285,726	112,205,727